



IFAD: Becoming a Scaling Up Institution

Workshop on Scaling Up Agricultural Projects –
Best Practices, Lessons Learned and Challenges
April 4, 2011

Cheryl Morden, Director
North American Liaison Office

Presentation outline

- Snapshot of IFAD
- Sample of IFAD's scaling up experiences
- Insights and conclusions
- Next steps

IFAD's overarching goal

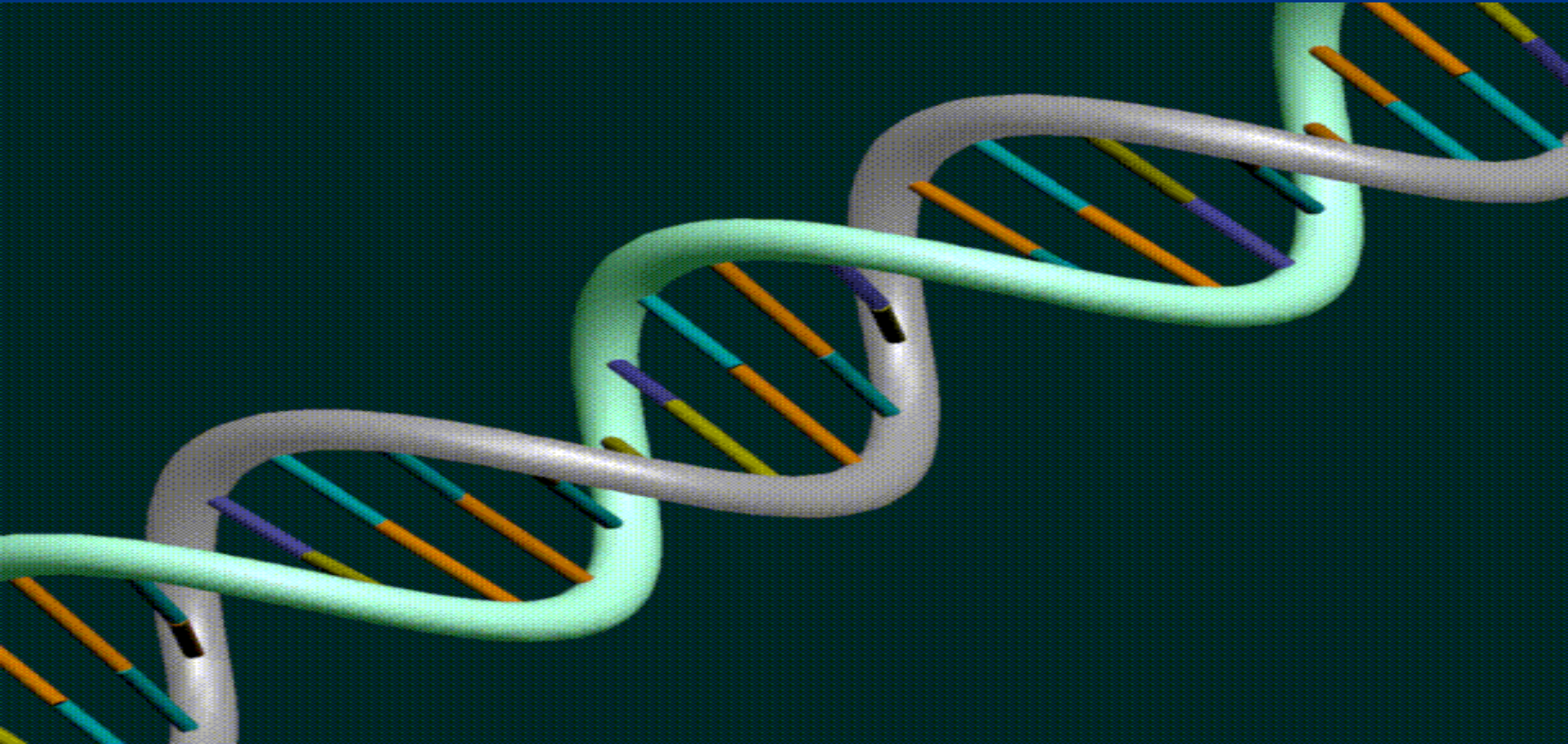
IFAD's overarching goal is to:

- enable the rural poor to improve their lives
- by building viable and sustainable rural farm and non-farm enterprises
- that are integrated into national and global markets and value chains and
- that provide higher incomes and greater employment opportunities.

The International Fund for Agricultural Development

- Since its founding:
 - US\$11 billion in grants and loans for agriculture and rural development programs in developing countries
 - Has reached about 300 million poor rural people
- Project size varies from US\$200,000 grants to US\$70 million loans
- Currently supporting activities in 87 countries and one territory
- 50% of new grants and loans are to Sub-Saharan Africa
- Targets poor rural people who have the capacity to take advantage of economic opportunities
- Supports community designed and managed rural development and farmer organizations
- Makes use of government systems rather than managing projects itself

Scaling up is in IFAD's institutional DNA



Today, scaling up is “mission critical” for IFAD



A sample of IFAD's scaling up experience

- Vietnam: community-driven rural development
 - *Replication benefitting 2.6 million people*
- Nepal: leasehold agreements to overcome poverty and restore degraded environments
 - *12,028 households and 7,457 hectares*
- Multiple countries: innovative approaches to small livestock management practices
 - *Innovations combining new technologies and indigenous knowledge piloted in 6 countries*

Key success factors

- Country ownership and commitment, including at the community level
- Critical importance of monitoring and evaluation
- Partnership, coordination, and communication
- Capacity building
- Enabling policy environment and specific policy reforms
- Financial resources
- Long-term commitment and perspective

Scaling up and development effectiveness

- For example, sustainability is a prerequisite for scaling up



IFAD's institutional learning frontiers

- Scaling up
- Market integration and competitiveness;
- Environmental sustainability and adaptation to climate change;
- Promoting the engagement of women and youth in smallholder farming.

Building a systematic approach

- Strategy development
- Revise operational guidance and program approach
 - IFAD Country Strategy documents (COSOPs) are key
- Strengthen existing instruments and develop new tools, as appropriate and necessary
- Allocate necessary resources

Strengthen human capacity

- Training and incentives for program staff
- Technical expertise
- Governing bodies

Strengthen related institutional capacities

- Knowledge management
- Advocacy and policy dialogue
- Approach to partnership and collaboration

“Meta” scaling up

- Dialogue, collaboration, and shared learning among development partners

